

**ACCOUNTABILITY IN CORPORATE GOVERNANCE
AMONGST THE MIDDLE MANAGERS IN A HIGHER
EDUCATION INSTITUTION IN MALAYSIA**

**A dissertation submitted to the University of Manchester
for the degree of
MSc. Organisational Change and Development
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and determination in our work.*

DECLARATION

No portion in the work referred to in the dissertation has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning

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(16,283 words)

ABBREVIATIONS AND ILLUSTRATIONS

ACRONYMS

FB	: Facebook
HFM	: Head of Financial Management
HHRM	: Head of Human Resource Management
HOD	: Head of Department
HOO	: Head of Organisation
UK	: United Kingdom
US	: United States of America

LEGENDS

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ABSTRACT

Accountability has become a major issue in organisations, as it has been identified as one of the main values and key determinant factor of the organisation's effectiveness. Within the organisation, accountability is a value that theoretically underpins behaviours of managers, as they should be held accountable for the decisions made and actions taken.

This paper explores empowerment as a motivational tool in exercising accountability, as well as how empowerment shapes one's values and leadership. This paper elicited perceptions of middle managers in an institution of higher learning in Malaysia by using multiple types of data, such as, interview, questionnaire and virtual social discussion on Facebook.

It was found that empowerment enhances managers' skills and motivation in instituting reward in organisation. Moreover, managers are able to apply the appropriate values required to make decision and take action in pursuit of organisational effectiveness.

CHAPTER 1

INTRODUCTION

1.0 Introduction

The issue of corporate governance has come to the fore in many countries and has become in many cases a basis to improve and develop the management and performance of an organisation. This concern was stimulated by the fall of Enron, one of America's largest companies in 2001, which has left the most remarkable lesson to be learnt due to the misbehaviour of the leaders, such as wire fraud and money laundering (Solomon, 2010).

The notion of corporate governance was first introduced by Sir Adrian Cadbury (1992), who focused on the UK financial aspects in regard to various company collapses. Following this, other reports produced, such as, the France's Vienot Report (1995), the South Africa's King report, the Canadian Board Practices (1995), and the Netherland's Report (1997), have recognised that organisational demise can be attributed to the abuse of power and professional mismanagement. The issue of corporate governance thereafter has become a major focus in business throughout the 21st century, and major corporations in society are expected to bear more responsibilities beyond legal prime duty to shareholders (Tricker, 2009). Indeed, after the demise of a number of big corporations in early 2000's, organisations started considering accountability as an important element for strengthening their performance (Solomon, 2010).

Corporate governance is not only an issue in business organisations but also currently a major focus in public organisations. It is for this that the present study looks at this issue in a higher institute of education in Malaysia, which has placed

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